

Admiral John Richardson
Sea-Air-Space Banquet
Keynote Address
17 May 2016

Adm. Richardson: Thank you all very much. Skip, thank you very much for that very kind introduction. Sorry to cut it off just a little bit short. The one I wrote was just a little bit too long. I apologize for that.

I'm going to ask everybody to just really stop eating for a second. No noise, no eating. This is a serious talk on a serious night -- no, I'm just kidding. Go ahead. [Laughter].

But I do want to solicit your involvement. A little bit of audience participation. To be honest, I have two talks and I have not decided which one to give quite yet. And so one is sort of soft, it's very gentle, it's kind of a group hug. It's about 45 minutes long. And so that's you know, this talk. And then the sort of a shorter, edgier, you know, it's a little bit of an intellectual lift, kind of substantive talk. So A is the soft, group hug, long talk. Raise your hand if you want Talk A. Okay, there's a couple of people out there. And Talk B, the edgier talk? All right. Okay, good.

Well, they both start off about the same which is to just welcome everybody here tonight, thank you all very much. Skip, thank you very much, and the Navy League, for putting on just an absolutely fantastic event. We're about midway through. And I've got to tell you, I've been here you know, the majority of both days and the energy in all of the sessions, the energy on the floor has been just absolutely fantastic. Nobody but the Navy League I think could pull that off. So as we kind of settle into our meal, let's give the Navy League and Skip Witunski just a fantastic round of applause. [Applause].

There will be a lot of audience participation here.

I'd also like to welcome, one of the themes of the evening has been partnerships. And I'm honored and privileged that so many of my fellow Chiefs of Navy have made the effort and the time out of their very busy schedule to come and join me, to join us here during the Sea-Air-Space Symposium. So I'd just like to mention them by name. I know it's been done a couple of times.

But the Chief of Naval Staff from Spain, Admiral Jaime Munoz-Delgado is here. The brand new First Sea Lord, Admiral Sir Philip Jones and his beautiful wife, Lady Elizabeth is here. Vice Admiral Mark Norman, the Commander of the Royal Canadian Navy is here. Rear Admiral John Martin, the Chief of Navy of the Royal New Zealand Navy. And Rear Admiral Alexandru Mirsu, Chief of the Romanian Naval Forces Staff. If I could just ask everybody to give a terrific thunderous round of applause for all the Chiefs of Navy. [Applause].

You honor us with your presence here, and you give a sense of honor and dignity to the event that otherwise would be missing, and so thank you for coming.

It's also terrific to see our industry partners here tonight, as well as our friends from academia, the lab, the technical community. Tonight was the night to walk the floor, wasn't it? I mean, I've got about three bushels of stuff from all the different booths. Dana, identified as my secret weapon and that's true, has, I apologize if she tortured any of you in your booths, but she's got this way of just you know, getting all the best goods out of those things.

But it's really been a terrific opportunity here at Sea-Air-Space to see so many people gather, reconnect, and so much goodness comes from strengthening and expanding those partnerships.

And as you know, the Navy released its design for maintaining maritime superiority. In fact the Navy League was kind enough to structure the symposium around the lines of effort in that document. And we talk about in that document a world in which the pace is picking up. And you know, the Navy, the United States Navy, must increase our pace if we're going to remain competitive in this global environment.

And I just want to give you a sense of how your Navy is meeting the challenge, and just give you a day in the life, if you will.

On a single day around the world the command ship USS Mt. Whitney was underway in Europe preparing for Baltops 2016. Baltops, now Admiral Fogo here representing the 6th Fleet, a 17 nation, multinational exercise in the Baltic held to demonstrate not only the interoperability of our NATO allies and partners, but also to assure nations of NATO's commitment to the security and stability of the Baltic Sea Region.

On that very same day, sailors of the Navy Cyber Defense Operations Command in Norfolk monitored the network for intrusion and prevented and actively mitigated almost 300,000 instances of unauthorized or adversary activity, read cyber attacks, probes, across the Navy network enterprise, and of those, more than 60,000 were targeted against afloat networks.

The Wasp Amphibious Ready Group including Marines from the 22nd MEU was underway in the Atlantic participating in a composite training unit exercise in preparation for their deployment in support of operations in Syria and Iraq.

The Harry S. Truman Strike Group was on station in the Gulf, exercising strikes against ISIL, carrying about 25 percent of the total air battle there. But much more, providing maritime security throughout the Gulf, providing needed ISR to all of the partners there, and assuring our partners in the region, deterring undesired behavior for anybody who would want to act up.

As always, on that day five ballistic missile submarines patrolled the oceans, continuing a string of over more than 4,000 patrols since 1960, providing 100 percent readiness, and providing strategic deterrence. And accompanying them, about 10 SSNs were on patrol in places we can't talk about tonight. But we're really turning our away game into our home field advantage.

The John C. Stennis Strike Group was underway this day, and is still underway, in the South China Sea and is operating literally surrounded by ships of the Peoples Liberation Army-Navy, really operating and defining a new normal that we're seeing in so many parts of the world.

Sailors from the destroyer USS Spruance and a Coast Guard law enforcement detachment conducted operations in support of the Oceana Maritime Security Initiative, providing enforcement against illegal fishing and poaching.

Members of the Naval Expeditionary Combat Command conducted diver casualty training in Greece, increasing our partners' capacity and capability.

And a P8, along with the destroyer US Steadham, participated in the ASEAN Defense Ministers Meeting, Maritime Security and Counterterrorism Exercise along with 18 other nations, conducted communications, helicopter and security training to improve

capability and again, ensure our allies and partners in that important region of the world.

All of these events occurred, undertaken by your United States Navy on a single day, May 10, 2016. Just a week ago. None of that was in the headlines. The team that stole the headlines that day was the USS William P. Lawrence who conducted a Freedom of Navigation Operation in the South China Sea. Just one of many visible demonstrations of this type in support of international leadership and advocating for the rules-based international order that the Navy routinely conducts around the world and has supported the growth and prosperity of so many nations.

So that is your Navy today. And as you might have noticed from these examples, we do not operate alone. We operate with our partners. And one of the ways that we are looking forward to managing the complexity of this world is through an increased focus on our partners.

I have a very broad definition of the term partners. It's not just international allies, although they are key; but we're involved in many different networks of partners. From our joint services to our interagency partners in government, to labs and academia, to our industry partners, and of course our international partners and allies. And Sea-Air-Space brings that whole team together, absolutely here in one room to engage at so many levels in the booths, in the formal settings, in the speeches, the panels, but also, as you know, where the business really gets done is in the sidebars and in the conversations that can only happen at an event like this.

And as I think about the last two days and my time here as the CNO I've had the privilege to sit on a panel with the Maritime Service Chiefs and discuss the relevance of the sea services to maritime security. That was yesterday morning.

I've had the opportunity to achieve better alignment with our international partners including meeting one on one with each of those Chiefs of Navy.

And of course I've had the chance to talk and catch up with all of you, partners and friends in industry, the media, and academia. All these interactions are terrific.

But what I'd like to outline for you today is a bit of a challenge to think a little bit differently and to do different things with these partnerships.

I think we all agree, it's not enough just simply to get together. We're working very hard to make our interactions more purposeful, more meaningful, to engage I those conversations about how we in the Navy can be a better customer and to marry our capabilities -- both U.S. and international -- to provide greater insight into our operational needs so all of the best minds in this room and in your teams throughout the nation and around the world can help us tackle those challenges.

I've been tailoring my time and my travel both here in DC and in other parts of the world to kind of stimulate these types of interactions. From an All Service Chief Panel up at the Council on Foreign Relations in New York City, to hosting my Chilean counterpart, Admiral Larranaga, to speaking at the Johns Hopkins Applied Physics Lab, traveling to Marinette in Wisconsin to see our newest Littoral Combat Ship being built. It's all part of the effort to strengthen this network of partnerships.

Looking ahead, I intend to continue this effort and I urge you all to do the same. And if we're going to increase our speed together and bend our performance curve positive, it's imperative that we do work together and we think about stretching ourselves, working towards some reach goals. All of these partnerships must grow with an end in mind. We've got to do more than just meet and get together and shake hands.

So I want to just sort of give you a sense of what's going on. This summer's a very busy time for the United States Navy. We've got a number of studies going on to try and help us explore this space and I want to explore it with you.

We've got an Alternative Carrier Study going on to look at are there possibilities that we've overlooked in terms of how to do manned and unmanned aircraft at sea.

We've got a number of studies to look at Alternative Fleet Designs. And these are all coupled, of course, right? Are we using our current fleet as creatively today as we can? Or are there other ways to employ it? Other ConOps, other formations, other force packages? Working very closely with our partners in the Marine Corps, our first choice of partners when we talk about naval capability.

And all of these studies are looking and helping us explore this space. It's going to come together pretty much at the end of the summer, and at that point I look forward to sharing all of these results with you so that you can help us to take a look at these alternative studies, these reach concepts, and fill them out, contribute to them, make them even stronger than they are.

Now I want to give you some ideas that can help us reach forward.

For instance, let's take 2025-2030. What if we had a Navy that operated with about 50 percent of the people that we have today? Is that a possibility? Is it possible? What is the maximum possible percent of unmanned ships, aircraft, submersibles that we can field in that amount of time? How fast can we push that?

Will those platforms have integral and precise navigation and timing so that we are not reliant on a constellation of satellites?

Are they designed from the ground up to be maintenance-free? Minimal maintenance, minimal life cycle cost, so that the cost of ownership, the cost to operate these platforms is as light as their purchase price.

What about directed energy? How far and fast can we push that? Whether it be lasers, whether that be an electromagnetic rail gun, any other type of an electromagnetic spectrum. How fast can we push that? Can we get that on 50 percent of our platforms?

We've heard of the Internet of Things, right? This idea that we can connect sensors. What does the Navy version of that look like? Can we get far more connected than we are right now? In fact, why can't we connect everything if we align the data standards properly? The data is the key here.

What about the future of encryption? When you think about some of the computer power that's coming on-line, and the electromagnetic computer power blurring the lines between what is a sensor now and what is a communicator now.

And we're going to need artificial intelligence to help us through this problem, to manage our bandwidth, to optimize our networks of sensors, to optimize the use of our payloads, and so much more. Right? The person, the team of technology and

people that taps into the best process is going to win. And again, designed in with minimal cost of ownership.

That's the technical reach. Right? A glimpse at a vision. And that's actually the easy part. Right?

All of this is going to have to fall in on an operational concept that employs all of this, that's going to be much different than we have right now. And then that is going to elevate to a strategic employment around the world that will allow us to control the seas and project power anywhere in the world, particularly maybe around the Eurasian continent.

We've got to think inclusively as we do this. Right? We've talked about the strength of partnerships, and this is going to be key going forward. We've got to think inclusively or we're going to lose big time. We're going to lose our biggest and most likely decisive advantage which is our partnerships.

And if we don't start thinking now, there's another important component which is the morality of all of this that we've got to address. What are the confidence levels that we can achieve? How does that come about to rules of engagement and weapons employment? There's a big role, a lot of hard thinking that has to be done if we're going to reach this sort of a vision by 2025-2030 timeframe.

And when you start to think of it, you come back to the absolute certainty that in the end, at the end of the day this is a human endeavor. There is a fundamental inescapable role for our people. There is a fundamental role for our partnerships. What binds us together is not our communication systems, it is not our technology, it is not our operational concepts. What binds us all together is our shared values. And to allow our values to be distorted, either deliberately or inadvertently as we move aggressively into this world where we are teaming with technology, that would truly be the beginning of our demise.

And so it's been a pleasure to be with you here at the Sea-Air-Space Symposium. It's been a pleasure to share our vision of the future of technology, the future of the operational concepts that might emerge. To strengthen and expand our partnerships. And most importantly, to reinforce our commitment to our common values.

I thank you all for joining us here tonight. I look forward to continuing to deepen these partnerships. And if I could ask you

one favor as I close, I would ask that before you put your head down tonight, after a terrific night together enraptured by this stunning talk, I'd ask that you just remember all of our sailors, coast guardsmen, marines, airmen and soldiers deployed around the world, working so hard, putting so much at risk, sacrificing so much so that we can be here enjoying this evening. I ask you to keep them in your thoughts and prayers. Thank you all very much.

#